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**Abstract**

Based on experience, this hands-on article analyzes the generic features that managerial tools for change require and entail. The article outlines the concepts summarized under the theo-retical terms ?strategic planning? and ?action planning?, and indicates some practical clues for actually developing and implementing these concepts, while at the same time cautioning against undue overestimation, pitfalls, and overkill in strategic planning, and against underestimating the relevance of fuzzy logic and the validity of ?opportunistic? approaches.(HRK / Abstract übernommen)